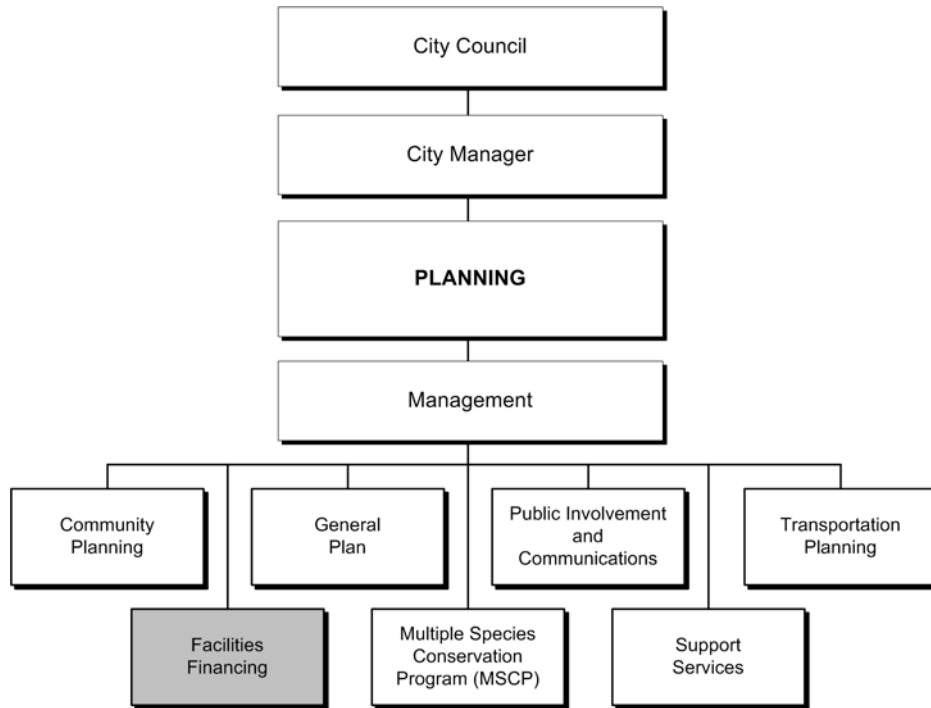


# Planning

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## Mission Statement

To create a well planned, desirable living and working environment for the residents of San Diego through the development and implementation of land use and transportation policies and long-range fiscal planning for public facilities.

## Department Description

The Planning Department serves as the planning agency for the City of San Diego. It provides long range planning; historic resources support; maintains a comprehensive Citywide General Plan; provides support to community planning groups; provides support to related boards and commissions; manages the Multiple Species Conservation Program (MSCP); provides community-based travel forecasting and transportation studies; provides Development Agreement monitoring; and formulates, collects, and administers a variety of funds used to finance public facilities in community plan areas throughout the City.

## Division/Major Program Description

### Community Planning

Community Planning coordinates and administers large-scale planning efforts and other special planning projects, such as the Otay Mesa Community Plan Update and the Mission Valley Community Plan Update. Additionally, this program coordinates and administers major planning programs, special planning studies, and the City's Historical Resources Program; maintains the City's status as a Certified Local Government; provides information to the public on a variety of community based issues; and provides long range planning, programming, and review of the City's Capital Improvements Program and selected public and private

# Planning

## Division/Major Program Description

### Community Planning (continued)

development programs and projects. Community Planning also provides professional and administrative support to 42 planning groups recognized under Council Policy 600-24 and provides support to the City's Historical Resource Board and related programs.

### Facilities Financing

Facilities Financing manages the formulation, collection, and administration of Facilities Benefit Assessments and Development Impact Fees. In addition, Tentative Map monetary exactions and monetary extraordinary benefits resulting from Development Agreements are collected and monitored. These funds are then used to finance public facilities in community plan areas throughout the City. All Development Agreements are monitored for compliance. Cost Reimbursement Districts and reimbursement agreements for community facilities are also coordinated and administered by Facilities Financing.

### General Plan

The General Plan Program coordinates and administers major planning programs such as the General Plan, which includes implementation of the Strategic Framework Element, City of Villages Strategy, and Action Plan. This program also provides representation at San Diego Association of Governments board and committee meetings, reviews proposed State legislation, and contributes to other significant Citywide planning projects.

### Management

Management directs and oversees the performance of the Planning Department.

### Multiple Species Conservation Program (MSCP)

The MSCP seeks to assemble an open space system for biological resources through public land acquisition, dedications of existing public open spaces, and mitigation and development regulations; and seeks to manage and monitor the biological resources conserved. Success will be measured through mandated annual reports to wildlife agencies on habitat loss and conservation.

### Public Involvement and Communications

Public Involvement and Communications implements strategies for public involvement that generate enthusiasm and expand the civic voice in the planning process for all San Diegans. Consensus is built by channeling controversy into constructive dialogue. Through an array of communication tools, useful and timely information is disseminated that results in well informed decision making.

## Division/Major Program Description

### Support Services

Support Services provides payroll, data processing, mapping, training, and clerical support for the Planning Department.

### Transportation Planning

Transportation Planning seeks to advance the implementation of the future vision of the City of San Diego by determining needed roadway improvements, promoting efficient use of the transportation system, and improving mobility of transportation corridors through the use of travel forecasting, traffic studies, and transportation demand management.

## Service Efforts and Accomplishments

Fiscal Year 2004 was successful for the Planning Department. A few of the accomplishments made during this time frame include:

- Launching the Pilot Village Program, which will result in models of mixed-use projects that embrace a village atmosphere where housing, jobs, schools, public facilities, and neighborhood services come together
- Working with the management team to create the Department's first strategic plan
- Implementing four General Plan public forums in the From Controversy to Solutions series, with live participation by over 350 members of the public and repeat broadcasts on TV 24
- Creating an electronic mailing database, which provides emails to over 4,000 stakeholders and includes over 185 key community leaders and organizations that send Planning Department email blasts to their members
- Organizing two Mayoral press conferences
- Identifying policy direction for implementing the City's Transportation Demand Management Program
- Drafting the Mobility Element of the General Plan
- Completing and receiving Mayor and City Council approval of the Bird Rock Traffic Management Conceptual Plan
- Completing the Congestion Management Plan self certification for monitoring and mitigation of traffic congestion in the City

Additionally, the Planning Department has conserved 658 acres of key Multiple Species Conservation Program (MSCP) habitat through public acquisitions of land and private mitigation; obtained \$1.72 million in State and federal grants for acquisition management and monitoring; and monitored the status of over 15 endangered species pursuant to agreements under the MSCP.

The Planning Department also approved 11 financing plans, implemented six reimbursement agreements, processed 1,164 building plan files, and funded public facilities in the amount of \$43,232,172.

## Future Outlook

In Fiscal Year 2005, General Plan staff will continue to work toward implementation of the Strategic Framework Element of the General Plan. Since the Mayor and City Council have selected the "pilot villages," staff will now be working closely with project applicants through the entitlement process and securing funds for needed public improvements. Other tasks include providing additional public outreach, conducting and analyzing an inventory of existing public facilities, continuing work on a financing strategy to provide needed public facilities and infrastructure, and continuing work toward updating the 1979 General Plan.

# Planning

## Future Outlook

Community Planning staff will complete the La Jolla Community Plan Update; continue work on the Otay Mesa, Ocean Beach, and Mission Valley Community Plan Updates; and continue work on an annexation of property from the City of Chula Vista to the City of San Diego. Staff will also complete work on numerous plan amendments, including amendments for the communities of University, Mira Mesa, Uptown, College Area, and Kearny Mesa. Work associated with several significant park and open space resources will continue, including the San Diego River Park, Otay Valley Regional Park, Chollas Creek Watershed, and the San Pasqual Visionary Plan. In addition, staff will continue working on a number of grant funded projects, including four Safe Routes to School projects, and projects in Barrio Logan, Greater North Park, and Skyline-Paradise Hills.

Historical Resources staff anticipates working on the ongoing La Jolla, Uptown, North Park, and Centre City Development Corporation historical surveys and processing more than 70 historical designations. Work will continue on the expansion of the Ocean Beach Emerging Historical District and Burlingame Voluntary/Traditional District, and with the Quiet Home Program to process site designations for the Loma Portal National Register Eligible Historical District. Staff will also continue permit review functions in support of other City departments and agencies, as well as provide support for National and State Register's Certified Local Government functions.

Transportation Planning staff will update relevant sections of the Land Development Code to include design features that are conducive to implementing Transportation Demand Management strategies; pursue various funding sources to develop a Citywide pedestrian master plan; aid in finalizing the Mobility Element of the General Plan update; work closely with the San Diego Association of Governments on regional transportation issues; and conduct travel forecasts for community plan updates and the Strategic Framework pilot villages. Staff will continue to meet with developers and community groups to determine the future land use and transportation planning system for the Otay Mesa and Mission Valley Community Plans Updates; develop draft transportation enhancement plans for Balboa Avenue and Rosecrans Street corridors; and initiate preparation of deficiency plans for three different roadways in the City.

Facilities Financing staff will continue to include Community Financing Districts as a funding source, along with Facilities Benefit Assessments, Development Impact Fees, Development Agreements, and special funds, to build community facilities, in addition to updating financing plans and monitoring development agreements. Staff will continue collecting data for the Citywide infrastructure existing conditions report.

Multiple Species Conservation Program (MSCP) staff will complete the conservation of the Del Mar Mesa target area by working with private property owners who are proposing to contribute land to the MSCP as part of the development entitlement process. Staff will also continue to acquire property in the East Elliott acquisition area from willing sellers. Biological monitoring will continue with an increased reliance on in-house staff to meet the City's obligation under the MSCP Implementing Agreement.

Social equity and environmental justice are becoming increasingly important planning issues. Efforts in the Public Involvement and Communications Program will target typically underrepresented groups, including, but not limited to, ethnic minorities, low income residents, renters, persons with disabilities, seniors, youth, students, veterans, gays and lesbians, etc. Over the next year, new tools, such as the Internet and emails, will be used to develop a more efficient and effective means of reaching the public.

## Budget Dollars at Work

42 Recognized community planning groups supported  
658 Acres conserved or obligated through the Multiple Species Conservation Program in calendar year 2003  
569 Public meetings attended to discuss planning-related issues  
\$41,226,197 Revenue collected by Facilities Financing  
1,164 Plan files reviewed by Facilities Financing  
6 Reimbursement agreements implemented by Facilities Financing  
11 Financing plans updated by Facilities Financing

# Planning

Planning				
	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL	FY 2004-2005 CHANGE
Positions	94.62	87.62	<b>81.62</b>	(6.00)
Personnel Expense	\$ 7,448,864	\$ 7,149,955	\$ <b>7,588,442</b>	\$ 438,487
Non-Personnel Expense	\$ 3,597,325	\$ 2,101,529	\$ <b>2,040,345</b>	\$ (61,184)
<b>TOTAL</b>	<b>\$ 11,046,189</b>	<b>\$ 9,251,484</b>	<b>\$ 9,628,787</b>	<b>\$ 377,303</b>

## Department Staffing

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
<b>GENERAL FUND</b>			
<b>Planning</b>			
Community Planning	21.10	19.10	<b>17.10</b>
General Plan	19.40	17.40	<b>14.40</b>
Management	5.10	5.10	<b>5.10</b>
Multiple Species Conservation Program	5.00	4.00	<b>4.00</b>
Public Involvement and Communications	0.00	0.00	<b>1.00</b>
Support Services	17.00	15.00	<b>13.00</b>
Transportation Planning	0.00	0.00	<b>12.00</b>
Transportation Planning (Old)	12.00	12.00	<b>0.00</b>
<b>Total</b>	<b>79.60</b>	<b>72.60</b>	<b>66.60</b>
<b>FACILITIES FINANCING FUND</b>			
<b>Facilities Financing</b>			
Facilities Financing	15.02	15.02	<b>15.02</b>
<b>Total</b>	<b>15.02</b>	<b>15.02</b>	<b>15.02</b>

## Department Expenditures

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
<b>GENERAL FUND</b>			
<b>Planning</b>			
Community Planning	\$ 2,232,214	\$ 1,881,628	\$ <b>1,863,283</b>
General Plan	\$ 2,017,898	\$ 1,374,864	\$ <b>1,395,744</b>
Management	\$ 555,606	\$ 587,172	\$ <b>624,973</b>
Multiple Species Conservation Program	\$ 1,343,762	\$ 528,614	\$ <b>494,007</b>
Public Involvement and Communications	\$ -	\$ -	\$ <b>81,697</b>
Support Services	\$ 1,734,082	\$ 1,555,056	\$ <b>1,550,276</b>
Transportation Planning	\$ -	\$ -	\$ <b>1,374,645</b>
Transportation Planning (Old)	\$ 1,156,267	\$ 1,198,991	\$ <b>-</b>
<b>Total</b>	<b>\$ 9,039,829</b>	<b>\$ 7,126,325</b>	<b>\$ 7,384,625</b>

# Planning

## Department Expenditures

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
<b>FACILITIES FINANCING FUND</b>			
<b>Facilities Financing</b>			
Facilities Financing	\$ 2,006,360	\$ 2,125,159	\$ 2,244,162
<b>Total</b>	<b>\$ 2,006,360</b>	<b>\$ 2,125,159</b>	<b>\$ 2,244,162</b>

## Significant Budget Adjustments

### GENERAL FUND

Planning	Positions	Cost
<b>Salary and Benefit Adjustments</b>	0.00	\$ 674,800
Adjustments to reflect the annualization of the Fiscal Year 2004 negotiated salary compensation schedule, Fiscal Year 2005 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.		
<b>Support for Information Technology</b>	0.00	\$ 29,536
Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.		
<b>Non-Discretionary</b>	0.00	\$ 11,596
Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.		
<b>Reduction in General Plan Update Environmental Impact Studies</b>	0.00	\$ (30,000)
Reduction in support for environmental impact studies. This reduction will preclude adoption of the General Plan update in Fiscal Year 2005 since a completed environmental review document is required to be ready at public hearings. This will delay the Mayor and City Council directed General Plan work program and delay any action on the plan until Fiscal Year 2006 or later.		
<b>Reduction in Support Services Program</b>	(1.00)	\$ (49,210)
Reduction of 1.00 Clerical Assistant II that provides reception and administrative support for the fifth floor in the City Administration Building. This elimination will require closure of the fifth floor reception area and require the public to be redirected to the fourth floor to contact any Planning Department management and staff.		



## Significant Budget Adjustments

### GENERAL FUND

Planning	Positions	Cost
<b>Reduction in Multiple Species Conservation Program (MSCP)</b>	0.00 \$	(75,000)
Reduction in support for MSCP monitoring. Implementation of the MSCP is required per a City, State and federal contract. While monitoring is significant, in-house staff can maintain minimal monitoring levels for the short-term (one to two years). Long-term monitoring efforts will require expertise not currently available in-house.		
<b>Reduction in Public Involvement and Communications Program</b>	(3.00) \$	(124,596)
Reduction of 1.00 Program Manager, 1.00 unfunded Multimedia Production Coordinator, and 1.00 unfunded Senior Public Information Officer. This impact will reduce efficiency by requiring a dispersement of information and outreach functions to planners, managers, and clerical staff. Public forums on the General Plan update will be reduced and require the use of planners to facilitate the meetings, thereby lengthening the timeframe for the General Plan update.		
<b>Reduction in Community Planning Program</b>	(2.00) \$	(178,826)
Reduction of 1.00 Senior Planner and 1.00 Associate Planner. In combination with losses over the last two years, this results in a 20 percent reduction to the program. These reductions require a reorganization of service levels in the areas of public contact and community group support. No new City-initiated community plan updates can be undertaken. Timelines for work on private development projects will be extended.		

### FACILITIES FINANCING FUND

Facilities Financing	Positions	Cost
<b>Salary and Benefit Adjustments</b>	0.00 \$	116,843
Adjustments to reflect the annualization of the Fiscal Year 2004 negotiated salary compensation schedule, Fiscal Year 2005 negotiated salaries and benefits, changes to average salaries, retirement contributions and other benefit compensation.		
<b>Non-Discretionary</b>	0.00 \$	26,332
Adjustments to reflect expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.		
<b>Support for Information Technology</b>	0.00 \$	(24,172)
Funding has been reallocated according to a Citywide review of information technology budget requirements and priority analyses.		

# Planning

## Expenditures by Category

	FY 2003 BUDGET		FY 2004 BUDGET		FY 2005 FINAL
<b>PERSONNEL</b>					
Salaries & Wages	\$	5,757,367	\$	5,358,311	\$ 5,497,961
Fringe Benefits	\$	1,691,497	\$	1,791,644	\$ 2,090,481
<b>SUBTOTAL PERSONNEL</b>	\$	7,448,864	\$	7,149,955	\$ 7,588,442
<b>NON-PERSONNEL</b>					
Supplies & Services	\$	2,666,840	\$	1,356,124	\$ 1,270,648
Information Technology	\$	625,114	\$	519,954	\$ 568,039
Energy/Utilities	\$	207,402	\$	167,482	\$ 143,689
Equipment Outlay	\$	97,969	\$	57,969	\$ 57,969
<b>SUBTOTAL NON-PERSONNEL</b>	\$	3,597,325	\$	2,101,529	\$ 2,040,345
<b>TOTAL</b>	\$	11,046,189	\$	9,251,484	\$ 9,628,787

## Revenues by Category

	FY 2003 BUDGET		FY 2004 BUDGET		FY 2005 FINAL
<b>GENERAL FUND</b>					
Licenses and Permits	\$	613,121	\$	613,121	\$ 668,545
Revenue from Other Agencies	\$	111,638	\$	-	\$ -
Charges for Current Services	\$	1,299,534	\$	1,299,534	\$ 1,414,538
Transfers from Other Funds	\$	805,518	\$	928,379	\$ 964,525
<b>TOTAL</b>	\$	2,829,811	\$	2,841,034	\$ 3,047,608

## Key Performance Measures

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
Average cost per recognized community group supported <sup>(1)</sup>	N/A	N/A	\$12,530
Average cost per special workshop and/or forum supported <sup>(1)</sup>	N/A	N/A	\$1,045
Average budgeted cost per Multiple Species Conservation Program project reviewed	\$1,626	\$1,639	\$1,624
Average cost per travel forecast model run <sup>(2)</sup>	N/A	N/A	\$11,907
Average cost per Future and Planned Urbanizing Financing Plan update or amendment	\$61,479	\$67,409	\$71,320
Average cost per new Urbanized Financing Plan, amendment, or review completed	\$72,582	\$74,183	\$78,480

<sup>(1)</sup> Revised measure.

<sup>(2)</sup> FYs 2003 and 2004 unavailable due to restructuring.

## Key Performance Measures

	FY 2003 BUDGET	FY 2004 BUDGET	FY 2005 FINAL
Average cost of Facilities Financing project management per community	\$7,653	\$8,006	<b>\$8,683</b>

## Salary Schedule

### GENERAL FUND

#### Planning

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1106	Sr Management Analyst	0.50	<b>1.50</b>	\$ 66,198	\$ 99,297
1107	Administrative Aide II	1.00	<b>2.00</b>	\$ 46,228	\$ 92,456
1207	Asst Engineer-Traffic	2.00	<b>2.00</b>	\$ 64,282	\$ 128,563
1218	Assoc Management Analyst	1.00	<b>0.00</b>	\$ -	\$ -
1227	Assoc Planner	12.00	<b>12.00</b>	\$ 61,285	\$ 735,423
1233	Assoc Engineer-Traffic	5.00	<b>5.00</b>	\$ 74,085	\$ 370,426
1235	Multimedia Production Coordinator	1.00	<b>0.00</b>	\$ -	\$ -
1348	Info Systems Analyst II	1.00	<b>1.00</b>	\$ 59,625	\$ 59,625
1354	Community Development Spec IV	2.00	<b>2.00</b>	\$ 73,983	\$ 147,966
1383	Legislative Recorder II	1.00	<b>1.00</b>	\$ 47,763	\$ 47,763
1401	Info Systems Technician	1.00	<b>1.00</b>	\$ 46,827	\$ 46,827
1535	Clerical Assistant II	5.00	<b>4.00</b>	\$ 32,749	\$ 130,994
1622	Biologist III	1.00	<b>1.00</b>	\$ 69,239	\$ 69,239
1648	Payroll Specialist II	1.00	<b>1.00</b>	\$ 38,254	\$ 38,254
1727	Principal Engineering Aide	2.00	<b>2.00</b>	\$ 55,189	\$ 110,378
1746	Word Processing Operator	2.00	<b>2.00</b>	\$ 34,857	\$ 69,714
1871	Sr Public Information Officer	2.00	<b>1.00</b>	\$ 58,807	\$ 58,807
1872	Sr Planner	19.00	<b>17.00</b>	\$ 70,785	\$ 1,203,339
1876	Executive Secretary	1.05	<b>1.05</b>	\$ 48,366	\$ 50,784
1878	Sr Traffic Engineer	3.00	<b>3.00</b>	\$ 85,279	\$ 255,837
1879	Sr Clerk/Typist	1.00	<b>0.00</b>	\$ -	\$ -
1917	Supv Management Analyst	1.00	<b>1.00</b>	\$ 74,732	\$ 74,732
1926	Info Systems Analyst IV	1.00	<b>1.00</b>	\$ 74,571	\$ 74,571
2111	Asst City Manager	0.05	<b>0.05</b>	\$ 179,980	\$ 8,999
2172	Planning Director	1.00	<b>1.00</b>	\$ 128,995	\$ 128,995
2214	Deputy Director	2.00	<b>2.00</b>	\$ 109,282	\$ 218,563
2234	Principal Planner	1.00	<b>1.00</b>	\$ 90,408	\$ 90,408
2270	Program Manager	2.00	<b>1.00</b>	\$ 90,076	\$ 90,076
	Bilingual - Regular	0.00	<b>0.00</b>	\$ -	\$ 1,500
	Overtime Budgeted	0.00	<b>0.00</b>	\$ -	\$ 12,146
	Reg Pay For Engineers	0.00	<b>0.00</b>	\$ -	\$ 106,751

# Planning

## Salary Schedule

### GENERAL FUND

#### Planning

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
	Temporary Help	0.00	<b>0.00</b>	\$ -	\$ 5,698
	<b>Total</b>	72.60	<b>66.60</b>	\$	<b>4,528,131</b>

### FACILITIES FINANCING FUND

#### Facilities Financing

<i>Class</i>	<i>Position Title</i>	<i>FY 2004 Positions</i>	<i>FY 2005 Positions</i>	<i>Salary</i>	<i>Total</i>
1106	Sr Management Analyst	7.00	<b>7.00</b>	\$ 66,199	\$ 463,390
1218	Assoc Management Analyst	1.00	<b>1.00</b>	\$ 58,744	\$ 58,744
1727	Principal Engineering Aide	2.00	<b>2.00</b>	\$ 55,189	\$ 110,378
1746	Word Processing Operator	1.00	<b>1.00</b>	\$ 34,857	\$ 34,857
1876	Executive Secretary	0.01	<b>0.01</b>	\$ 48,400	\$ 484
1879	Sr Clerk/Typist	1.00	<b>1.00</b>	\$ 39,789	\$ 39,789
1917	Supv Management Analyst	2.00	<b>2.00</b>	\$ 74,732	\$ 149,463
2111	Asst City Manager	0.01	<b>0.01</b>	\$ 179,900	\$ 1,799
2270	Program Manager	1.00	<b>1.00</b>	\$ 92,354	\$ 92,354
	Ex Perf Pay-Classified	0.00	<b>0.00</b>	\$ -	\$ 3,535
	Overtime Budgeted	0.00	<b>0.00</b>	\$ -	\$ 15,037
	<b>Total</b>	15.02	<b>15.02</b>	\$	<b>969,830</b>

<b>PLANNING TOTAL</b>	87.62	<b>81.62</b>	\$	<b>5,497,961</b>
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## Five-Year Expenditure Forecast

	FY 2005 FINAL	FY 2006 FORECAST	FY 2007 FORECAST	FY 2008 FORECAST	FY 2009 FORECAST	FY 2010 FORECAST
Positions	81.62	83.62	83.62	83.62	83.62	83.62
Personnel Expense	\$ 7,588,442	\$ 8,002,352	\$ 8,242,423	\$ 8,489,696	\$ 8,744,386	\$ 9,006,718
Non-Personnel Expense	\$ 2,040,345	\$ 2,101,555	\$ 2,164,602	\$ 2,229,540	\$ 2,296,426	\$ 2,365,319
TOTAL EXPENDITURES	\$ 9,628,787	\$ 10,103,907	\$ 10,407,025	\$ 10,719,236	\$ 11,040,812	\$ 11,372,037

### Planning

#### Fiscal Year 2006

#### FACILITIES FINANCING FUND

##### Facilities Financing

Addition of 1.00 Associate Civil Engineer to assure accurate, timely cost estimates are provided to meet financing plan update requirements; assure that the Facilities Benefit Assessment rate is set to collect 100% of facilities costs; provide financing estimates for the Strategic Framework Element of the General Plan; validate billable costs for reimbursement projects; and assist with Development Agreements and monetary exactions associated with Tentative Map conditions.

Addition of 1.00 Associate Management Analyst to track reimbursement agreements, prepare financing plans, attend community planning group meetings to identify infrastructure deficits, and assist with special projects.

#### Fiscal Years 2007 - 2010

No major projected requirements.

# Planning

## Revenue and Expense Statement

### FACILITIES FINANCING FUND 10250

	FY 2003* BUDGET	FY 2004* BUDGET	FY 2005* FINAL
<b>BEGINNING BALANCE AND RESERVE</b>			
Balance from Prior Year	\$ 75,552	\$ 127,862	\$ 123,130
<b>TOTAL BALANCE</b>	<b>\$ 75,552</b>	<b>\$ 127,862</b>	<b>\$ 123,130</b>
<b>REVENUE</b>			
Facilities Benefit Assessments and Development Impact Fees	\$ 1,338,057	\$ 1,410,073	\$ 1,625,010
Interest on Investments	\$ 13,000	\$ 13,000	\$ 6,400
Miscellaneous Revenue	\$ 4,000	\$ 2,800	\$ 2,800
Sales Tax Allocation	\$ 35,000	\$ 35,000	\$ 35,000
Services Rendered to Others	\$ 420,001	\$ 414,466	\$ 325,559
TransNet Revenue	\$ 120,750	\$ 121,958	\$ 126,263
<b>TOTAL REVENUE</b>	<b>\$ 1,930,808</b>	<b>\$ 1,997,297</b>	<b>\$ 2,121,032</b>
<b>TOTAL BALANCE AND REVENUE</b>	<b>\$ 2,006,360</b>	<b>\$ 2,125,159</b>	<b>\$ 2,244,162</b>
<b>OPERATING EXPENSE</b>			
Non-Personnel Expense	\$ 833,409	\$ 894,662	\$ 896,891
Personnel Expenses	\$ 1,172,951	\$ 1,230,497	\$ 1,347,271
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 2,006,360</b>	<b>\$ 2,125,159</b>	<b>\$ 2,244,162</b>
<b>TOTAL EXPENSE</b>	<b>\$ 2,006,360</b>	<b>\$ 2,125,159</b>	<b>\$ 2,244,162</b>
<b>BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL EXPENSE, RESERVE AND BALANCE</b>	<b>\$ 2,006,360</b>	<b>\$ 2,125,159</b>	<b>\$ 2,244,162</b>

\* At the time of publication audited financial statements for Fiscal Year 2003 were not available. Therefore, the Fiscal Years 2003 and 2004 columns reflect final budget amounts from the Fiscal Year 2003 and 2004 Annual Budgets. As such, balances and reserves do not reflect carryover from the previous fiscal year.